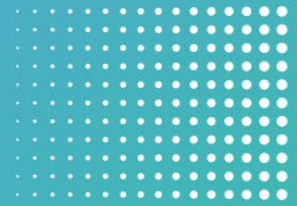


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The Unstoppable Wave of AI: The Imperative for Adaptation in the Legal Industry

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I. Introduction

In the past decade, artificial intelligence (AI) has made remarkable advances in various fields, such as machine learning, natural language processing, computer vision, and speech recognition. These breakthroughs have been driven by the availability of large-scale data, the development of powerful algorithms, and the increase of computational resources.

AI has also started to impact the legal profession, offering new opportunities and challenges for lawyers, judges, clients, and regulators. In this paper, we will explore some of the current and potential applications of AI in the practice of law, as well as some of the ethical and social implications of this emerging technology.

In March of 2023, Goldman Sachs proffered a comprehensive report outlining the accelerating integration of AI into various industries worldwide. The report's findings revealed that 44% of tasks accomplished within the legal field could be feasibly automated through AI—a revelation of considerable significance given the traditional nature of the legal profession. Goldman Sachs contends that this evolving trend might have a silver lining, arguing that heightened efficiency and spurred innovation engendered by automation can, in the long term, contribute to job expansion and creation.²

This, along with many other ominous headlines,³ has naturally awakened intrigue within the legal community, particularly with the advent of applications like ChatGPT. Indeed, legal practitioners have already begun to assimilate these technological advancements in diverse ways, ranging from drafting legal documents such as pleadings, to adeptly navigating through court procedures.

The intersection of AI and the legal industry is a reality we are already witnessing. Thus, the importance of readiness and anticipative preparations for impending changes

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² Jan Hatzius, et al., The Potentially Large Effects of Artificial Intelligence of Economic Growth, *Goldman Sachs, Global Economic Analysts*, March 26, 2023, available at <https://www.gspublishing.com/content/research/en/reports/2023/03/27/d64e052b-0f6e-45d7-967b-d7be35fabd16.html>

³ See Jenna Greene, Will ChatGPT make lawyers obsolete? (Hint: be afraid), *Reuters*, December 9, 2022, available at <https://www.reuters.com/legal/transactional/will-chatgpt-make-lawyers-obsolete-hint-be-afraid-2022-12-09/>; Adam David Long, Why ChatGPT-3 is Just the Beginning – and Lawyers Risk Getting Left Behind, *LawSnap*, March 8, 2023, available at <https://lawsnap.substack.com/p/why-chatgpt-3-is-just-the-beginning>; and Chris Stokel-Walker, Generative AI Is Coming for the Lawyers, *Wired*, February 21, 2023, available at <https://www.wired.com/story/chatgpt-generative-ai-is-coming-for-the-lawyers/>

becomes inevitably crucial. The question remains — is the industry poised for this imminent shift?

II. The Evolution of Artificial Intelligence: Towards the Realm of Generative AI

“A computer would deserve to be called intelligent if it could deceive a human into believing that it was human.”

Alan Turing, computing pioneer and founder of the Turing Test (1950)

The narrative of AI's journey unfolds like a riveting saga — an odyssey marked by valiant efforts, staggering advancements, and overcoming seemingly insurmountable obstacles. The tale begins around the mid-20th century, where the foundation for futuristic ideas was cast against the backdrop of undeterred optimism and relentless technological explorations.⁴ Extraordinary visions turned into realizable objectives hinting at a future where machines could mimic human cognition in all its complexity. This audacious dream sparked the evolution of AI, which has since encountered various epochs of development interspersed with temporary periods of stagnation and unprecedented breakthroughs.

The advancements in AI during the 21st century saw an exponential surge, all thanks to the advent of a miraculous mechanism popularly known as 'deep learning'. This technique utilized intricate algorithms mimicking the intricate neural networks within the human brain, thereby transcending the ceiling of AI's capabilities.⁵ Prior to this extraordinary transformation, AI functionalities heavily depended on human programmers to provide explicit instructions. The onset of machine learning revolutionized this dynamic, nurturing the seeds of autonomy within machines. They were now capable of independently learning from enormous data sets and deriving informed decisions from these learnings, an ability hitherto unseen in the realm of machines.⁶

Another monumental shift came in the form of 'natural language processing'.⁷ This advancement was a linguistic revolution in the world of AI, equipping these intelligent machines with the ability to parse and communicate in human language, be it spoken or written. Natural language processing, when amalgamated with machine learning, played an instrumental role in exponentially expanding the AI terrain.

The recent genesis of Generative Artificial Intelligence (GAI) marked yet another crucial milestone in this journey. With the advent of GAI, AI could now transition from the roles of mere analyzers and predictors to novel creators. Advanced deep learning models endowed machines with the prowess to generate new content, whether it be images, text, or even programming code.

⁴ Chris Smith, Brian McGuire, Ting Huang, and Gary Yang, The History of Artificial Intelligence, *University of Washington*, December 2006, available at

<https://courses.cs.washington.edu/courses/csep590/06au/projects/history-ai.pdf>

⁵ Rockwell Anyoha, The History of Artificial Intelligence, *Harvard University: Science in the News*, available at <https://sitn.hms.harvard.edu/flash/2017/history-artificial-intelligence/>

⁶ *Id.*

⁷ *Id.*

At the foundation of GAI are Large Language Models (LLMs), noteworthy for their capacity to generate relevant textual content based on expansive databases. LLMs work by using a lot of unstructured data (text) to learn how words and phrases fit together. They can then generate text based on the patterns they've learned. When given a starting point, called a "prompt," the model uses its knowledge to predict and generate the next words in the text. These models gained significant attention in the years 2022 and 2023 with the introduction and meteoric rise of OpenAI's GPT-3.5 and -GPT-4 models. ChatGPT not only demonstrated groundbreaking capacities in terms of GAI applications but also brought such technologies into mainstream discourse, elevating them from the exclusive domain of technocrats and researchers. The novelty and efficiency ChatGPT attracted millions of users within mere days of its release, marking a turning point in the public perception and acceptance of AI technologies.⁸

When ChatGPT was released on November 30, 2022, however, there were concerns about its limitations.⁹ The model was known to sometimes "hallucinate" and produce plausible-sounding responses that were not accurate or relevant to the context. However, a technique called "retrieval augmented generation" (RAG) has been applied by data scientists to help prevent this. RAG provides the model with real, relevant information from a database, which helps it generate more accurate and contextually appropriate text. This also allows users to see where the model's information comes from, so they can verify its accuracy and trust its responses.¹⁰

Today, the world of AI is full of energy and competition as companies like OpenAI, Google, Meta, Anthropic, Microsoft, Amazon, and Adobe all work to create more advanced versions of AI. In the legal realm, technologies like Casetext's CoCounsel and Allen & Overy's Harvey are beginning to change how legal services are provided.

This rapid progress has stirred excitement, suggesting a future where AI could possibly be termed "intelligent" in the same vein as human intelligence. The rise of GAI hints that the distinction between humans and machines might soon become less clear.

As AI continues to evolve and integrate into our daily lives, it generates both potential and complex challenges. As we journey into this future, it's crucial to remember that the development of AI is a continuous process, fraught with both promise and complexities yet to be fully explored.

⁸ Bergur Thormundson, ChatGPT Statistics and Facts, *Statista*, April 25, 2023, available at <https://www.statista.com/topics/10446/chatgpt/#topicOverview>

⁹ "ChatGPT sometimes writes plausible-sounding but incorrect or nonsensical answers. Fixing this issue is challenging, as: (1) during RL training, there's currently no source of truth;..." OpenAI Blog, Introducing ChatGPT, November 30, 2022, available at <https://openai.com/blog/chatgpt>

¹⁰ Kim Martineau, What is Retrieval-Augmented Generation, *IBM Research*, August 22, 2023, <https://research.ibm.com/blog/retrieval-augmented-generation-RAG>

III. Legal Industry Evolution: AI as a Game Changer

There is a growing conviction that the legal field will witness unprecedented change in the next twenty years, eclipsing the transformations seen in the last two centuries.¹¹ As these potential shifts unfold, they appear to illuminate the path of the future, characterized largely by the influence of AI on the legal industry. In this era of transformation, we grapple with intricacy and challenges as the demand for legal services expands against the backdrop of rising costs for traditional legal solutions.

Business demands are changing: there is a notable shift over the last decade from significant reliance on outside counsel and vendors, to insourcing more and more legal work,¹² seeking to balance the dynamics of cost and demand, while an ever-growing number of individuals grapple with legal issues but find access to lawyers either cost-prohibitive or not available, leading to an 'access to justice' crisis. Throughout these rapidly changing scenarios, AI has been pinpointed as a game-changer. Its potential has been a topic of discussion for several years, and while progress has been gradual, the release of GPT-4 marked a significant milestone. Primarily, because GPT-4 surpassed its predecessors — demonstrating the ability to pass the simulated version of the bar exam, a feat that earlier iterations like GPT-3.5 weren't equipped for.¹³ Armed with this new capability, the legal industry is faced with interesting and exciting possibilities.

Imagine a system that can read, summarize, annotate, analyze, translate, categorize, synthesize, and interpret text and images at a post-graduate level. This is precisely what GAI is capable of today, and its abilities only continue to evolve. The implications for legal professionals are profound, and the use-cases are vast. AI has significant potential ranging from database searching, summarizing information, and generating correspondence. It can also assist with tasks such as contract drafting, policy compliance, data extraction, and due diligence. Litigation can also benefit from AI through e-discovery, legal research, deposition preparation, and drafting motions and pleadings. In essence, it's transforming not just the practice of law but also the business of law. The automation of routine tasks has the potential to reduce the need for billable hours, a cornerstone of law firm profitability. Amidst the rapid change, AI emerges as a compelling solution to reinvent the legal industry for greater accessibility and efficiency.

¹¹ American Bar Association, Online Courts and the Future of Justice, ABA 2020 Annual Meeting, Interview of Richard Susskind, recorded on November 14, 2019, aired in August 2020. Article summarizing interview available at https://www.americanbar.org/groups/leadership/office_of_the_president/news-archive/futurist-sees-profound-changes-in-legal-practice/

¹² The Association of Corporate Counsel and Everlaw conducted a survey of 373 in-house legal professionals in the US between June 8, 2023, and July 7, 2023, and found that the top strategy for controlling legal costs is to bring more work in-house. See, The State of Collaboration in Corporate Legal Departments available at https://go.everlaw.com/rs/314-QPM-328/images/ACC_2023_State_of_Collaboration_Report.pdf.

¹³ Josh Koetsier, GPT-4 Beats 90% of Lawyers Trying to Pass The Bar, *Forbes*, March 14, 2023, available at <https://www.forbes.com/sites/johnkoetsier/2023/03/14/gpt-4-beats-90-of-lawyers-trying-to-pass-the-bar/?sh=5299831b3027>

IV. The Practical Realm of AI in the Legal Industry

In an age where every industry thrives by embracing technology, the legal sector is no exception. In fact, for an industry predicated on information processing and gathering, the role of GAI has become not only germane but often indispensable.

A persuasive approach to integrating AI in legal service delivery is to begin with the repetitive, often mundane tasks that don't require a legal professional's full range of skills and experience. The aim is to streamline these tasks using AI, freeing up time for more complex matters.

Exploring further, let's delve into several key areas where AI and notably, GAI, are transforming the legal industry:

Legal Research: Research, the foundation of any legal proceeding, can and is gaining significantly from AI. AI applications such as Casetext's CoCounsel and LexisNexis' latest product, Lexis+ AI, help legal professionals find relevant sources of law from statutes, case law, scholarly articles, and more. They do this using natural language queries, offering summaries and suggestions for related topics and cases. AI even extends to generating legal memos and briefs based on a given topic or query, bringing legal research closer to automation. As discussed more herein, there is still need for a human in the loop, but incredible time savings for legal research tasks are already being realized.

Review and Analysis: In an industry where contract and document reviews are commonplace, GAI has made a significant impact. AI-powered platforms can extract key information from contracts and legal documents — consisting of parties, terms, obligations, and risks. Inconsistencies, errors, and anomalies are highlighted, benefitting lawyers and legal professionals in their review work. The additional of enhanced GAI can now add capabilities to generate summaries and insights from contracts and other legal documents and suggests revisions and improvements.

Drafting and Generation: The monotonous task of drafting contracts or legal documents can be made efficient with GAI. AI-powered contract management platforms use predefined templates, smart fields, and natural language inputs for contract creation, negotiation, and signing. There are even instances of GAI generating contracts and legal documents from natural language inputs.

Juxtaposition Against Reference Materials: In the legal world, comparison is key. Comparing court precedents or pitting legal documents against reference materials are an integral part of building a solid case. This is an area where AI applications capable of running nuanced comparison processes would be an asset, and arguably an area for significant development.

Prediction and Analytics: Using data, statistics, and machine learning models, GAI can enhance predictive analytics platforms to help anticipate potential outcomes and trends in legal situations like court cases. For example, vLex provides AI-powered legal analytics

for insights and predictions on the behavior and performance of judges, lawyers, parties, and more, based on an analysis of numerous court documents and cases. LLMs can help augment predictive models to provide accurate analytics on legal cases and scenarios based on natural language inputs.

The permeation of GAI in the legal industry is revealing new ways of conducting tasks that were once thought to be strictly human domains. As this transformation continues, we can expect a legal industry that is more streamlined, efficient, and accessible.

V. Access to Civil Justice: Analyzing the Gap and AI's Potential

Equal access to justice is vital for a fair society, yet many in the U.S. struggle with this, creating a significant justice gap. Studies show that individuals face an average of at least one legal problem each year, yet a substantial number of these issues don't receive legal attention.¹⁴ The U.S. ranks 98 out of 128 in global civil justice affordability and accessibility.¹⁵ This gap isn't technology's creation, but technology may help bridge it.

The complex nature of law, historically favoring the educated, wealthy, and privileged, contributes to this gap. However, technological advancements like the internet and AI present a promising solution. AI can now automate tasks, provide affordable legal analysis, and simplify law, leading to reduced billable hours and increased accessibility. Tools like CoCounsel prove AI's ability to generate legal memos, contracts, and explain complex legal topics in an accessible way.

Still, challenges persist. We must address potential biases, data privacy issues, and regulation to ensure AI is accessible and doesn't inadvertently harm those most vulnerable under the guise of providing increase access. Technological solutions could help reach the untapped 'low bono' market and meet a wide assortment of unmet legal needs without compromising profitability for law practitioners. AI technology could reduce legal service costs, effectively transforming the justice gap into a profitable but untapped market.

VI. Overcoming Obstacles: The Limitations of Language Learning Models (LLMs)

The exploration of AI's potential within the legal sphere must be tempered with a thorough understanding of its current limitations and the challenges that lie ahead. These challenges range from user-based reluctance to algorithmic barriers, oversight requirements, and daunting legal uncertainties.

¹⁴ Legal Services Corporation, The 2022 Justice Gap Study, available at <https://justicegap.lsc.gov/resource/executive-summary/>

¹⁵ World Justice Project, The 2023 WJP Rule of Law Index, available at <https://worldjusticeproject.org/rule-of-law-index/>

The Human Factor: A significant limitation is the very users themselves. In a 2020 interview with the American Bar Association Past President Judy Perry Martinez, attorney and legal technology futurist, Richard Susskind said, “[t]he biggest impediment to legal service delivery is lawyers themselves.”¹⁶

The legal profession is steeply entrenched in tradition, often perceiving change as an adversary rather than a vehicle for progress. The adoption and effective utilization of advanced systems such as LLMs requires not just the willingness to change but also the required technical proficiency. Complexities arise while designing precise inputs to achieve desired outputs or 'prompt engineering'. Successful interaction with sophisticated LLM often mandates an advanced understanding of the model and its workings, a criteria that users with limited technical knowledge might find challenging.

Erroneous Attribution and AI's Journey Towards Conscious Cognition: Despite the observation that LLMs are short of conscious cognition or genuine understanding,¹⁷ a more nuanced perspective would be that we are witnessing their gradual evolution towards this end goal. Erroneous attribution — assigning undue significance to AI-generated text — is a reported concern when engaging with LLMs. Indeed, this is a valid apprehension given the current state of AI, where these systems behave more like 'stochastic parrots', mindlessly mimicking the data they have consumed.

However, we stand on the cusp of an AI breakthrough, thanks to consistent technological advancement steering us towards Artificial General Intelligence (AGI) — AI that matches human intellect, understanding, and learning. Despite current AI models lacking true comprehension, the shift from mimicry to real understanding seems imminent, necessitating a reevaluation of AI's role from being just tools to becoming autonomous entities. For now, recognizing current AI (like LLMs) as advanced mimicking tools guides responsible AI usage.

Platform Longevity and Evolution: The future of platforms such as OpenAI is contingent on their adaptability, learning capabilities, and survival amidst growing competition and internal strife. While these platforms exhibit abilities to shape-shift in response to emerging trends, uncontrollable variables like ownership changes or even dissolution present challenges. Therefore, risk management involves weighing the longevity and stability of AI platforms.

Accuracy and Reliability: AI and LLMs aren't infallible. Errors, biases, and mistakes can occur, potentially leading to severe legal and ethical implications. Key challenges stem from their inability to adapt in real-time due to their reliance on static corpora. LLMs do not dynamically update or learn in context, potentially causing them to fall behind in terms

¹⁶ American Bar Association, Online Courts and the Future of Justice, ABA 2020 Annual Meeting, Interview recorded on November 14, 2019, aired in August 2020. Article summarizing interview available at <https://www.americanbar.org/news/abanews/publications/youraba/2020/youraba-september-2020/futurist-susskind-sees/>

¹⁷ Emily Bender, et al., On the Dangers of Stochastic Parrots: Can Large Language Models Be Too Big?, FAccT '21: Proceedings of the 2021 ACM Conference on Fairness, Accountability, and Transparency, March 2021, Pages 610–623, available at <https://doi.org/10.1145/3442188.3445922>

of current information. As noted, a troubling phenomenon associated with LLMs is the occasional 'hallucination', where they generate text not grounded in reality. This arises from their current design emphasizing creative word associations without truly understanding the substance of the content they formulate.

Regulatory and Accountability Barriers: Working with AI also brings regulatory and accountability challenges related to text ownership, authorship, liability, privacy, security, and transparency of operations. Navigating these complexities necessitates that lawyers and legal professionals stay updated with the relevant laws and regulations governing AI use in their respective jurisdictions.

Uncharted Legal Territory: The 'unauthorized practice of the law' has emerged as a pressing issue with LLMs' ability to autonomously generate novel content. State-level rules are grappling with the question of whether certain AI-powered activities could constitute a violation of these rules. The focus is on whether lawyers cross into unauthorized practice when they rely on LLMs for document generation, contract analysis, and draft client communications.

Duty of Technological Competence: The legal profession acknowledges a 'duty of technological competence' as AI rises in prominence, as encapsulated in ABA Model Rule 1.1, comment 8¹⁸ and Rule 1.5.¹⁹ AI usage is becoming not just advantageous but likely ethically mandated for lawyers, for its potential to improve service quality, efficiency, and cost-effectiveness.

State Bar Associations, recognizing AI's impact, are incorporating it into their regulations. California issued guidelines in 2023 on using generative AI that aligns with existing conduct rules and anticipate future legal challenges.²⁰ Other states, like Florida²¹ and North Carolina,²² are also drafting regulations and discussing AI's ethical implications.

The obligation of professional competence is not exclusively a requirement for attorneys, but equally extends to the judiciary. In the aftermath of the landmark case of *Mata v.*

¹⁸ ABA, Model Rules of Professional Responsibility, Rule 1.1 Competence – Comment 8, available at https://www.americanbar.org/groups/professional_responsibility/publications/model_rules_of_professional_conduct/rule_1_1_competence/

¹⁹ ABA, Model Rules of Professional Responsibility, Rule 1.5 Fees, available at https://www.americanbar.org/groups/professional_responsibility/publications/model_rules_of_professional_conduct/rule_1_5_fees/

²⁰ The State Bar of California Standing Committee On Professional Responsibility and Conduct, Practical Guidance for the Use of Generative Artificial Intelligence in the Practice of Law, November 16, 2023, available at <https://www.calbar.ca.gov/Portals/0/documents/ethics/Generative-AI-Practical-Guidance.pdf>

²¹ Florida Bar, Proposed Advisory Opinion 24-1 Regarding Lawyers' Use of Generative Artificial Intelligence – Official Notice, November 13, 2023, available at <https://www.floridabar.org/the-florida-bar-news/proposed-advisory-opinion-24-1-regarding-lawyers-use-of-generative-artificial-intelligence-official-notice/>

²² Brian Oten, Artificial Intelligence, Real Practice, North Carolina State Bar Journal 28,3, Fall 2023, available at <https://www.ncbar.gov/for-lawyers/ethics/ethics-articles/artificial-intelligence-real-practice/#:~:text=For%20those%20who%20are%20anxiously,tools%20in%20a%20law%20practice>

Avianca,²³ an iconic example of attorney shortcomings in the use of GAI,²⁴ numerous federal courts have integrated artificial intelligence-centric regulations.²⁵ A proposed amendment to the 5th U.S. Circuit Court of Appeals Rule 32.3 would mandate that documents drafted with generative AI be reviewed for accuracy by humans.²⁶ As the history of AI law tools like Thomson Reuters' shows, the path to integrating artificial intelligence in law is long-standing and continues to evolve.²⁷

As we navigate these challenges and limitations, it's crucial to remember that we already have frameworks in place to deal with this emerging technology, and we need to be intentional about harnessing AI's full potential to secure a future where equal, affordable, and quality legal services aren't just a privilege of the few, but a reality for all.

VII. The Unstoppable Wave of AI: The Imperative for Adaptation in the Legal Industry

Like a relentless tidal surge, AI and its progeny, GAI, and eventually AGI, will continue to disrupt myriad industries worldwide — the legal industry being no exception. Innovations in AI have heralded an era of automation and efficiency, transforming standard legal practices and turning age-old protocols on their heads. The implications extend beyond merely enhancing efficiency. AI has also emerged as a promising solution to bridge the justice gap, providing unprecedented access to legal recourse for marginalized and underserved segments of society.

Across boardrooms of law firms and classrooms of law schools, in the circuitry of courts and corridors of bar associations, this encounter with AI is redefining the boundaries of possibility. The legal profession is witnessing a dynamic shift in the requisite skillsets of lawyers, and the business models of law firms, as traditional legal services undergo automation and disruption.

²³ 22-cv-1461 (PKC) (S.D.N.Y. June 22, 2023).

²⁴ Benjamin Weiser, Here's What Happens When Your Lawyer Uses ChatGPT, *New York Times*, May 27, 2023, available at <https://www.nytimes.com/2023/05/27/nyregion/avianca-airline-lawsuit-chatgpt.html>

²⁵ Robert Ambrogi, In First for A U.S. Appeals Court, 5th U.S. Circuit Court Considers Rule Requiring Lawyers to Certify they Did Not Rely on AI to Create Filings, LawSites, November 29, 2023, available at <https://www.lawnext.com/2023/11/in-first-for-a-u-s-appeals-court-5th-u-s-circuit-court-considers-rule-requiring-lawyers-to-certify-they-did-not-rely-on-ai-to-create-filings.html>

²⁶ United States Court of Appeals for the Fifth Circuit, Notice of Proposed Amendment to 5TH CIR. R. 23, available at <https://www.ca5.uscourts.gov/docs/default-source/default-document-library/public-comment-local-rule-32-3-and-form-6>

²⁷ "Thomson Reuters has used AI and machine learning-based tools in products for more than 25 years to solve specific problems for lawyers." Thomson Reuters Press Release, Thomson Reuters Unveils New Legal Research Platform with Advanced AI: Westlaw Edge, July 12, 2018, available at <https://www.thomsonreuters.com/en/press-releases/2018/july/thomson-reuters-unveils-new-legal-research-platform-with-advanced-ai-westlaw-edge.html#:~:text=Westlaw%20Edge%20is%20an%20important%20part%20of%20our%20innovation%20toolkit.%E2%80%9D&text=Thomson%20Reuters%20has%20used%20AI,solve%20specific%20problem%20for%20lawyers>

Legal futurist Richard Susskind emphasizes the enormous potential of AI's advancements, noting that we are merely at the beginning of an exciting journey, still exploring the foothills of an imposing mountain range. This indicates that we have merely scratched the surface of AI's implementation in law. As he vividly points out, "ChatGPT and generative AI are significant not for what they are today (mightily impressive but sometimes defective) but for what later generations of these systems are likely to become."²⁸

While these developments loom on the promising unprecedented change, it's important to note that the transformation of the legal profession will be an evolutionary journey rather than a revolutionary upheaval. Perceiving AI as a powerful colleague rather than a potential usurper is integral to this transformation. The mantra remains the same: Embrace, Educate, Evolve, Empower.

1. **Embrace:** Welcome the opportunity presented by AI and GAI. Understand these technologies as powerful tools that can uplift modern legal practice and access to justice.
2. **Educate:** Adopt an active approach to learning about AI advancements. Get hands-on by testing these technologies early and often, increasing familiarity and encouraging integration within workflows.
3. **Evolve:** Make it a priority to stay ahead of the curve. Go beyond passive learning to apply the 'trust but verify' principle when using AI tools. Understand that no technology is perfect, and validation of AI outputs remains crucial.
4. **Empower:** Empowering users is imperative to successfully integrating artificial intelligence into legal service delivery. Training on effective use and interpreting outputs to make strategic choices empowers users to feel ownership and engagement, foster trust, overcome resistance and fear, and promote the ethical use of AI.

Refusing to rest on our laurels, we must seize the opportunity presented by AI to redefine the legal landscape. Fostering partnerships within the industry to share resources, evaluate risk, and welcome change is critical on this transformative journey. The wave of AI is upon us, and adaptation is our only recourse to become architects of an equitable future, rather than mere bystanders in a relentless tide of change.

²⁸ Richard Susskind, AI in the Law – Six Thoughts, LinkedIn, July 5, 2023, available at <https://www.linkedin.com/pulse/ai-law-six-thoughts-richard-susskind>